CJCS JCA Progress Report

SECDEF Action Memo Tasks 1-Year Update
29 June 2006

Joint Staff J-7 / JETCD

Purpose

- ***Why we're here –***
  - ***"Provide me an update on your progress within 12 months." (SECDEF Memo – 6 May 05)***

- ***What we intend to do –***
  - ***Vet the progress report up through the JCS***
  - ***Receive Senior-level feedback on JCA Implementation to date***
  - ***Adjudicate 4 remaining unresolved issues***
  - ***Recommend JCA Implementation Way Ahead***

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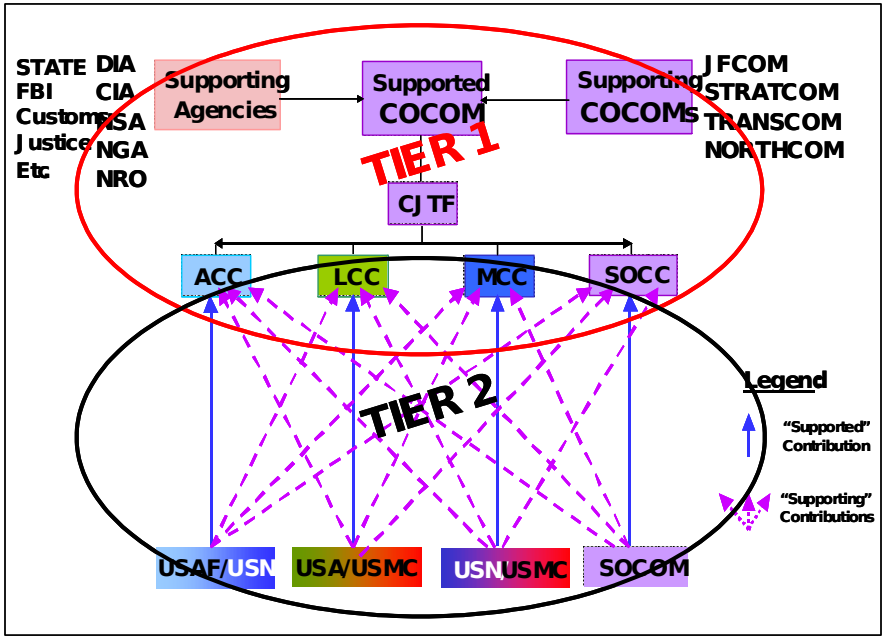
Joint Capability Areas (JCAs) Baseline

Joint Capability Areas are:

- An *Operational* Construct
- Intended to facilitate supported / supporting relationships between COCOMs, Agencies, CJTFs, Component Commanders, etc.
- Traceable to UJTL
- Tools that *may* serve DoD business practices
- Not tied to UCP/Title 10 authority
- Not intended to reflect *"issues of the day",* but to cover the waterfront of DoD warfighter



Tier 1 JCAs: Are collections of similar capabilities grouped at a high level in order to support decision making, capability delegation, and analysis.

Tier 2 JCAs: Capture functional & operational detail that translate to CJTF-level operations/missions or identify lower level functional activities

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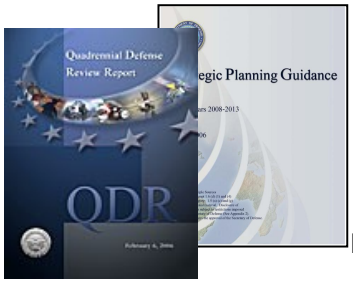
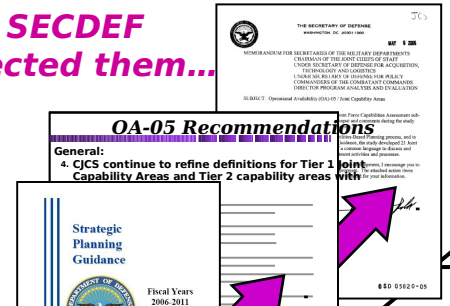
JCA Time Line



QDR and SPG re-affirmed them…

JSR - 28 Jul
JROC - 27 Jul Jul
JROC - 29 Jun 06
Jun
OPSDEPs - 15 May 06
JCB - 26 Apr 06
May 06 Progress Rpt
Expanded FCB GO/FO - 3 Apr 06
Apr
SPG - 22 Mar 06
JCA Refinement Mtg - 15-16 Mar 06
Mar
QDR - 6 Feb 06
Feb
Jan
Planner-Level Data Call - 14 Dec 05
Dec
QDR Taxonomy SWG gave 6 month progress report to IPT #5 SPIWG
6 Nov 05
Nov
JCAMP Development
CJCS refining them…
Oct
Sep
JCA Lexicon & Taxonomy Delivered to IPT #5 SPIWG - 31 Aug 05
Aug
JCA Tier 1 & 2 GO/FO CRC - 24-25 Aug 05
Jul
Jun
JCA Tier 1 & 2 / Business Rules GO/FO Staffing - 13 May 05

SECDEF directed them…


OA-05 Recommendations
General:
4. CJCS continue to refine definitions for Tier 1 Joint Capability Areas and Tier 2 capability areas with
Strategic Planning Guidance
Fiscal Years 2006-2011
March 2004

OA-05 delivered them…

JOINT DEFENSE CAPABILITIES STUDY
Aldridge Study
Dec 03

OSD asked for them…

Aldridge Study recommended them…

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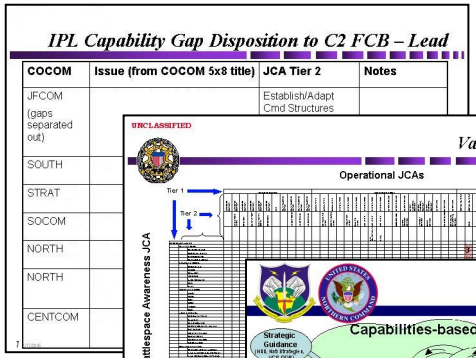
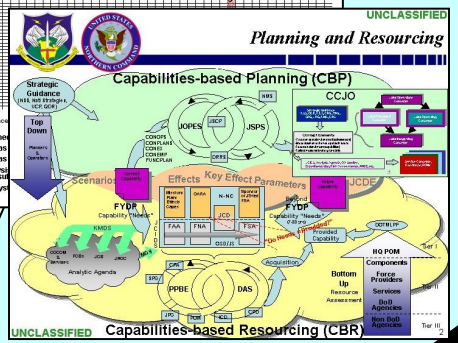
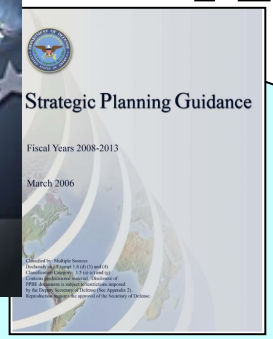
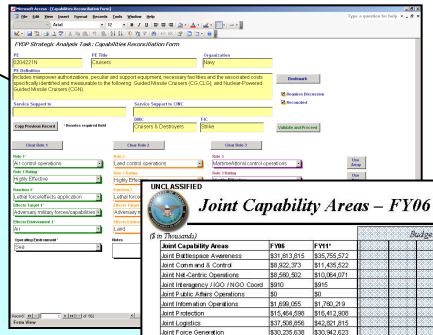
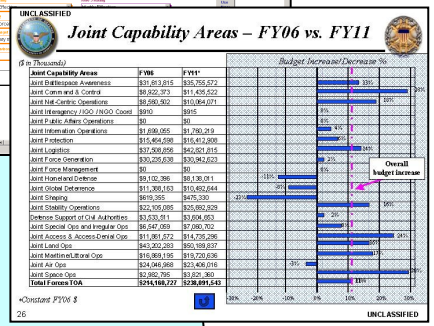
JCA Department-wide Applications

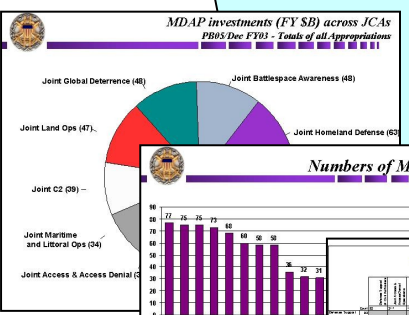


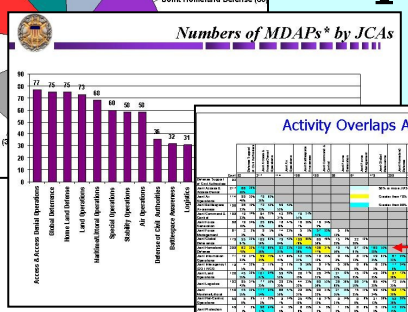


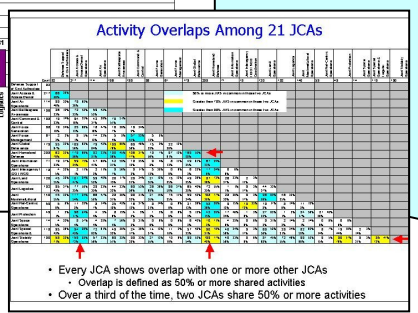


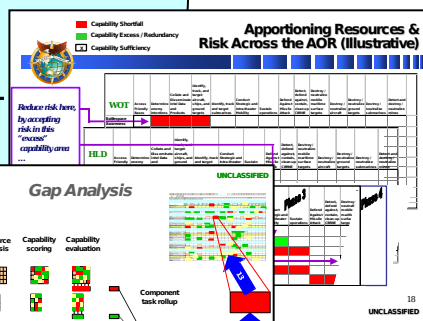


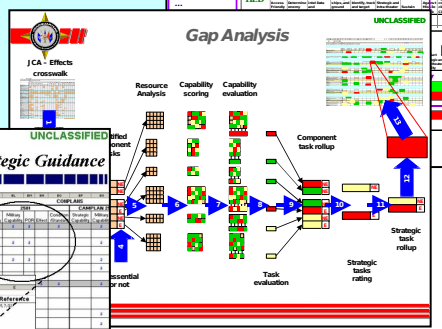


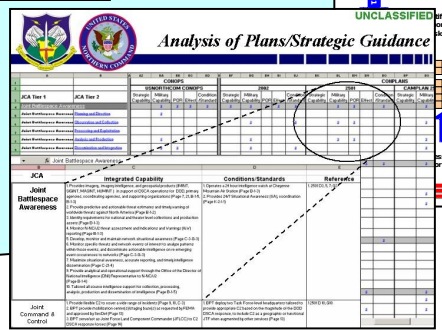

MDAP investments (FY 5B) across JCAs
PB05/Dec FY03 - Totals of all Appropriations
Joint Global Deterrence (48)
Joint Battlespace Awareness (48)
Joint Land Ops (47)
Joint Homeland Defense (63)
Joint C2 (39)
Joint Maritime and Littoral Ops (34)
Joint Access & Access Denial (3




Activity Overlaps Among 21 JCAs
• Every JCA shows overlap with one or more other JCAs
• Overlap is defined as 50% or more shared activities
• Over a third of the time, two JCAs share 50% or more activities







Policy

PPBES

Requirements

CBP

JCAs

Planning

Acquisition

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SECDEF JCA Mem

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers…

The CICS shall…"

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration**

JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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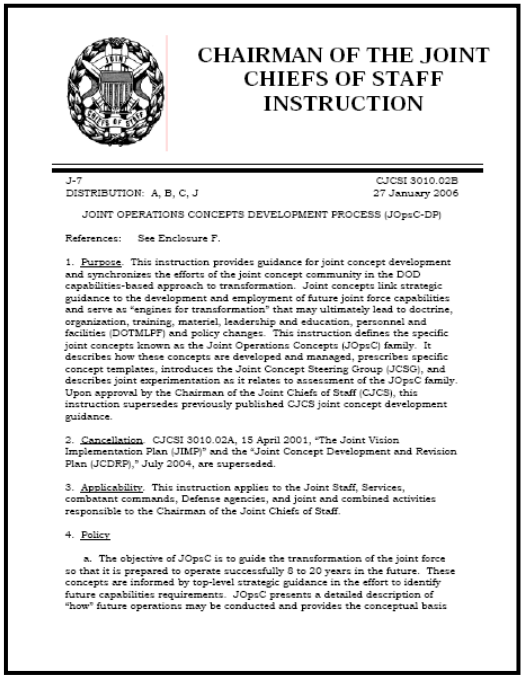
Progress on SECDEF Taskings

- **Embed the JCAs into future guidance for Joint Operating Concepts, Joint Integrating Concepts, and Joint Functional Concepts**
  - "… During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept…" (CJCSI 3010.02B, 27 Jan 06)
  - "…The development rhythm staggers the writing and revision of CCJO, JOCs, and JFCs over a 3-year period and establishes a structured method to deconflict efforts, incorporate assessment results, and allow for a logical flow of influence within the JOpsC family…" (CJCSI 3010.02B, 27 Jan 06)
  - Currer



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02B
DISTRIBUTION: A, B, C, J 27 January 2006

JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve as "engines for transformation" that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. This instruction defines the specific joint concepts known as the Joint Operations Concepts (JOpsC) family. It describes how these concepts are developed and managed, prescribes specific concept templates, introduces the Joint Concept Steering Group (JCSG), and describes joint experimentation as it relates to assessment of the JOpsC family. Upon approval by the Chairman of the Joint Chiefs of Staff (CJCS), this instruction supersedes previously published CJCS joint concept development guidance.

2. Cancellation. CJCSI 3010.02A, 15 April 2001, "The Joint Vision Implementation Plan (JIMP)" and the "Joint Concept Development and Revision Plan (JCDRP)," July 2004, are superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities responsible to the Chairman of the Joint Chiefs of Staff.

4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of "how" future operations may be conducted and provides the conceptual basis

SECDEF Memo Today

	Jan 05	Jun 05	Jan 06	Jun 06	Jan 07	Jun 07	Jan 08	Jun 08	Jan 09	Jun 09
CCJO Revision		CCJO 2.0						CCJO 3.0		
JOC Revision		Revision Period		JOC 2.0						JOC 3.0
JFC Revision				Revision Period		JFC 2.0				
JIC Writing						Revision Period				

JOpsC Development Rhythm

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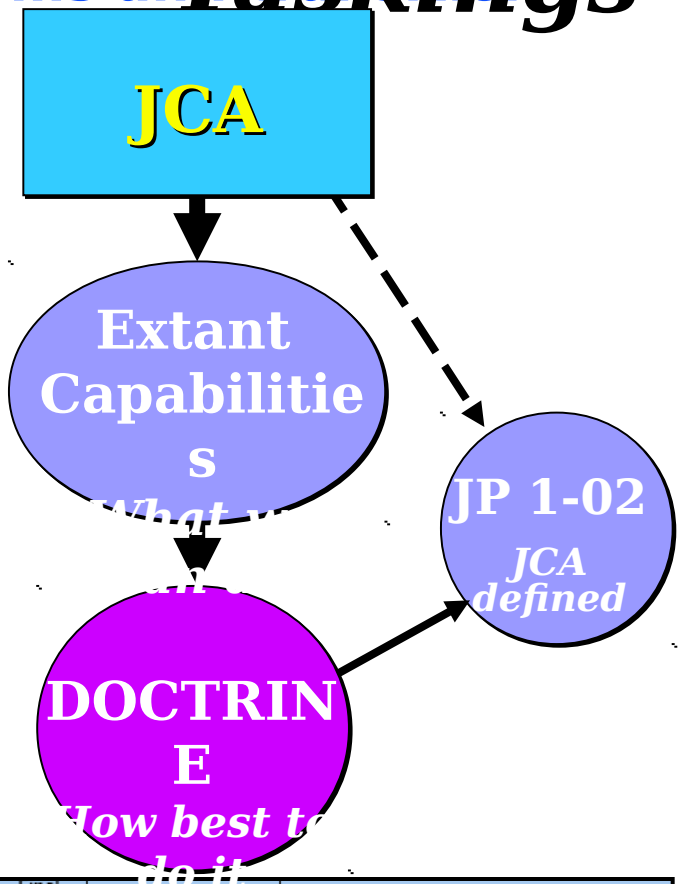
Progress on SECDEF Taskings

- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**

- **13/21 Tier I JCA definitions currently found in JP 1-02**
- **Joint doctrine currently covers 18/21 Tier 1 JCAs extant capabilities**
- **"JCA" Definition & electronic link to JCA Tier 1 & 2 Lexicon in next update to JP 1-02**
- **On-going revision of JP-1, Capstone Joint Publication will incorporate JCAs and CBP**
- **Way Ahead - Continue to review JCA evolution and transition to joint**



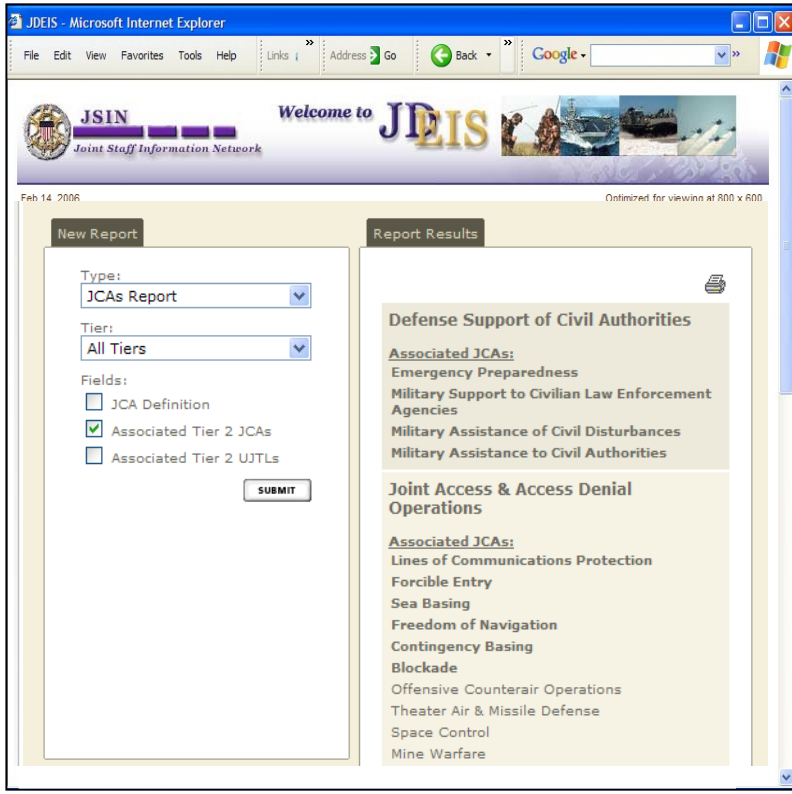
STATUS	PUB NUMBER	SHORT TITLE	PHASE	Program Directive Due	Program Directive Comp	First Draft Due (PD+5.5)	First Draft Rel	First Draft Review	Final Coord Draft Due	Final Coord Draft Rel	Final Coord Review	Approval Date Req'd	Approval Date Proj	REMARKS
	JP 1	JOINT WARFARE	PD	15-Jan-06	16-Feb-06	30-Jun-06			30-Oct-06			30-Jan-07		RFD currently beig developed, due 30 Jun 06
	JP 1-02	DOD DICTIONARY												Latest amendment - 30 Nov 04

Progress on SECDEF Taskings

- CJCS in coordination with USJFCOM - Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)

JCA / UJTL one-year mapping effort includes:

- Initial "one-to-one" mapping of tasks to JCAs – Completed Nov 05
- Analysis of Tier II JCAs and UJTL Tasks to determine what tasks support which JCAs (one-to-many) – Estimate completion in Sep 06
- Mapping results to be sent to all stakeholders for formal review and feedback.



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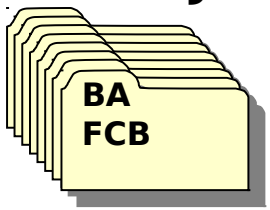
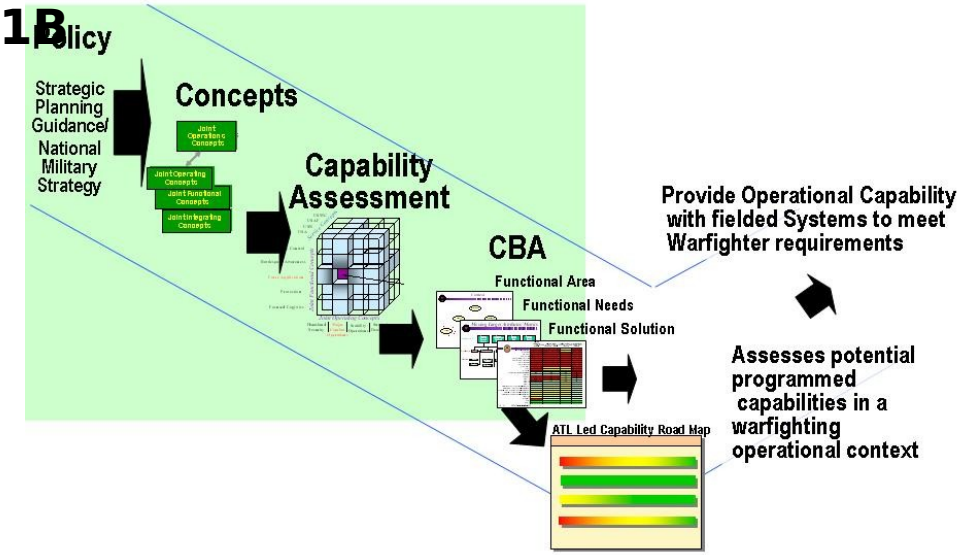
Progress on SECDEF Taskings

- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration and Development System (JCIDS) where appropriate**
  - **Joint Requirements Oversight Council Memorandum (JROCM 062-06) provides guidance on incorporating JCAs into JCIDS**

    "… all subsequent submissions of JCIDS documents will include a list of Tier 1 and Tier 2 JCAs applicable to the capabilities…"

  - **Incorporate JCA lexicon / taxonomy into next revision of CJCSI 3170.01E and CJCSM 3170.01B**
  - **Functional Capability Boards (FCB) assigned as Office of Primary Responsibility (OPR) to each Tier 1 JCA and associated Tier 2 JCAs**





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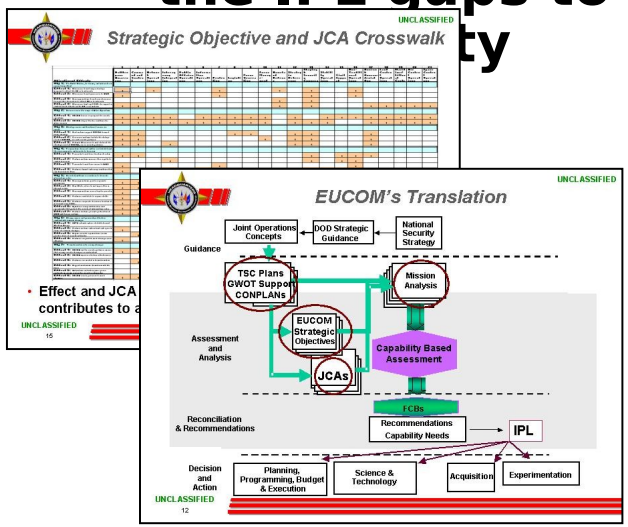
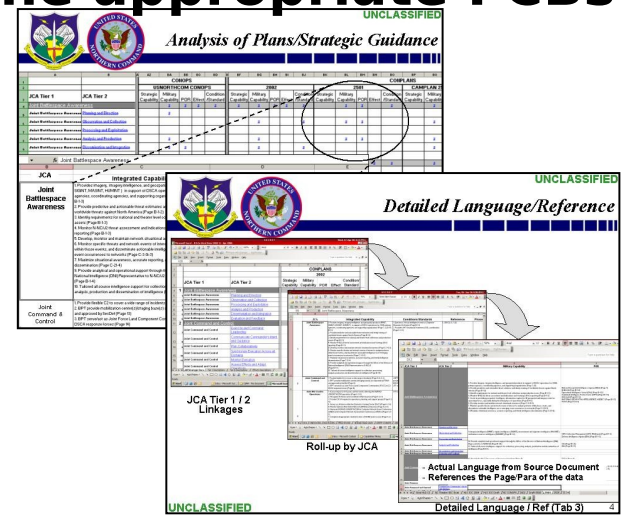
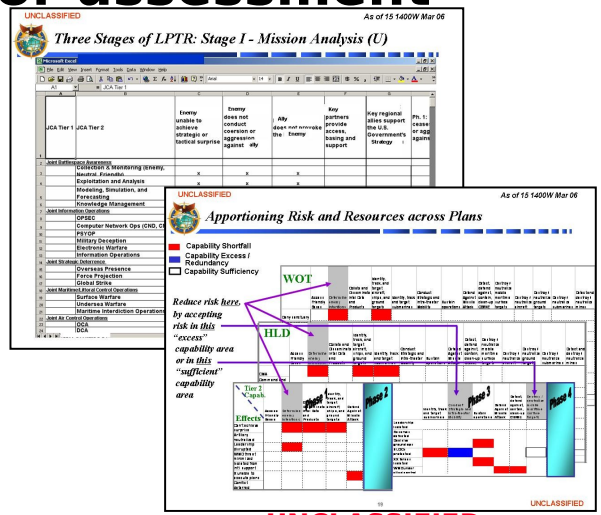
Progress on SECDEF Taskings

- **Implement JCAs into the current process to receive and assess Integrated Priority List submissions from the combatant commanders**
  - **FY07 COCOM Integrated Priority List (IPL) submissions gaps were mapped by JS/J-8 to Tier 1 and Tier 2 JCAs**
  - **Will incorporate JCAs into the FY 08-13 IPL development guidance to COCOMs (mapping gaps to Tier 2 JCAs)**
  - **Based on Gap-to-JCA mapping, JCIDS Gatekeeper will bin the IPL gaps to the appropriate FCBs for assessment**



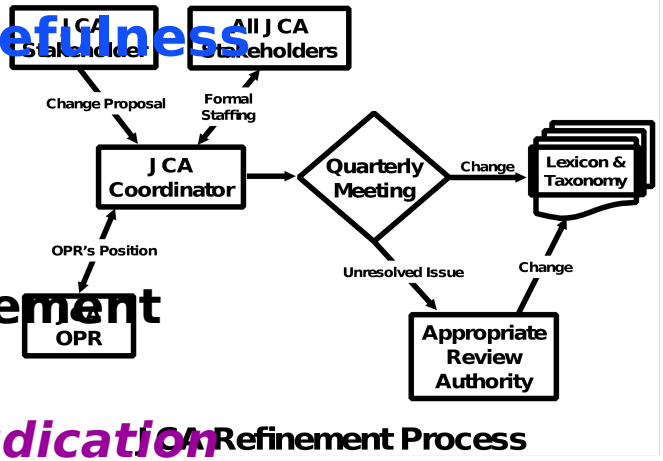




Progress on SECDEF Taskings

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
  - **Mar 06 – Formal Planner-level review (Common thread – need JCA Implementation Plan)**

- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
  - **24 Aug 05 JCA Tier 1 & 2 GO/FO CRC**
    - **417 comments**
  - **3 Apr 06 GO/FO Review of Planner Refinement**
    - **405 comments**
    - ***4 unresolved issues require JROC adjudication***



JCA Refinement Process

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Original JCA Change Tracking

- Joint Force Generation
- Joint Force Management
- Joint Homeland Defense
- Joint (Strategic) Global Deterrence
- Joint Shaping (& Security Cooperation)
- (Joint) Defense Support of Civil (Support) Authorities
- Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction
- *Joint Special Operations & Irregular Warfare (Non-Traditional Operations)*
- Joint Access & Access Denial (Operations)
- Joint Land (Control) Operations
- Joint Maritime/Littoral (Control) Operations
- Joint Air (Control) Operations
- Joint Space (Control) Operations
- Joint Battlespace Awareness
- Joint C2
- Joint (Network) Net-Centric Operations
- Joint Interagency / IGO / MN / NGO Coordination
- Joint Public Affairs Operations
- Joint Information Operations
- Joint Protection
- Joint Logistics

Approved by SECDEF
Approved but subsequently deleted
Changed from Initially approved

Joint Capability Areas Tier 1 / 2

- **Joint Force Generation** – Man, Equip, Organize, Develop Skills
- **Joint Force Management** – Global Posture, Global Force Management, Planning, Future Capability Identification
- **Joint Battlespace Awareness** – Planning and Direction, Observation and Collection, Processing and Exploitation, Analysis and Production, Dissemination and Integration, Evaluation and Feedback
- **Joint C2** – Exercise Command Leadership, Establish/Adapt Command Structures & Enable both Global & Regional Collaboration, Develop & Maintain Shared Situational Awareness and Understanding, Communicate Commander's Intent and Guidance, Operational Planning, Synchronize Execution Across all Domains, Monitor Execution, Assess Effects and Adapt Ops, Leverage Mission Partners
- **Joint Net-Centric Operations** – Information Transport, Network Management, Enterprise Services, Info Assurance, Knowledge Management, Applications
- **Joint Public Affairs Operations** – Public Affairs Op Planning, Public Info, Command / Internal Information, Community Relations
- **Joint Interagency / IGO / MN / NGO Coordination** – US Gov't Interagency Integration, Intergovernmental Organization Coordination, Nongovernmental Organization Coordination, Multinational Coordination
- **Joint Protection** – Conventional Weapons Threat, Terrorist Threat, WMD Threat, Protection from Exploitation, Personnel Recovery
- **Joint Logistics** – Joint Deployment/Rapid Distribution, Agile Sustainment, Op Engineering, Force Health Protection, Joint Theater Logistics, Logistics Information Fusion, Multinational Logistics
- **Defense Support of Civil Authorities** – Mil Assist of Civil Disturbance, Mil Assist to Civil Authorities, Mil Support to Civilian Law Enforcement Agencies, Emergency Preparedness

Joint Capability Areas Tier 1 / 2

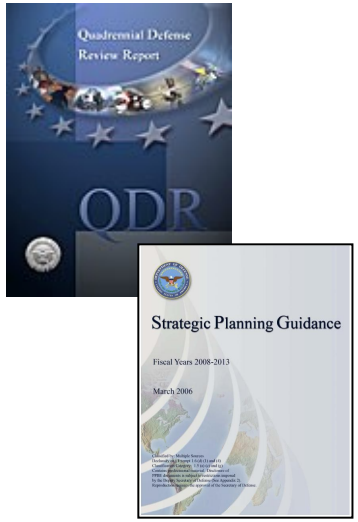
- **Joint Homeland Defense** – Air and Space Defense, Land Defense, Maritime Defense, Critical Infrastructure Protection
- **Joint Global Deterrence** – Global Strike, *Force Projection*, Responsive Infrastructure, Inducements
- **Joint Shaping** – Military Diplomacy, Presence, Security Cooperation, Defense Support to Public Diplomacy, Strategic Communication
- **Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction** – Humanitarian Assistance, Reconstruction, Security
- **Joint Information Operations** – Electronic Warfare, Computer Network Operations, Operations Security, Military Deception
- **Joint Access & Access Denial** – Forcible Entry, LOC Protection, Contingency Basing, Seabasing, Freedom of Navigation, Counter Operational Mobility
- ***Joint Special Operations & Irregular Warfare*** – Special Operations, Irregular Warfare
- **Joint Land Operations** – Conduct Op Movement and Maneuver, Provide and Employ Joint Fires, Conduct Decisive Maneuver, Control Territory Populations & Resources
- **Joint Maritime /Littoral Operations** – Surface Warfare, Undersea Warfare, Maritime Interdiction, Maritime/Littoral Expeditionary ops, Maritime/Littoral Fires, Ocean/Hydro/River Survey & Support Ops
- **Joint Air Operations** – Offensive Counterair Ops, Strategic Attack, Air Interdiction, Tactical Air Support
- **Joint Space Operations** – Space Control, Space Force Application

2006 QDR & SPG JCA Linkage

- Reaffirms Department's shift to Capabilities-Based Planning
- Emphasizes the need to manage the Department via joint capability portfolios to meet President and Combatant Commanders' needs
- Links JCAs to joint capability portfolio concept –

  4 Test Cases:

  - Joint Battlespace Awareness
  - Joint C2
  - Joint Net Centric Operations
  - Joint Logistics



- The Department will break out its budget according to JCAs
- Lauds PACOM's efforts (Linking Plans to Resources) to map resource needs to plans and operations

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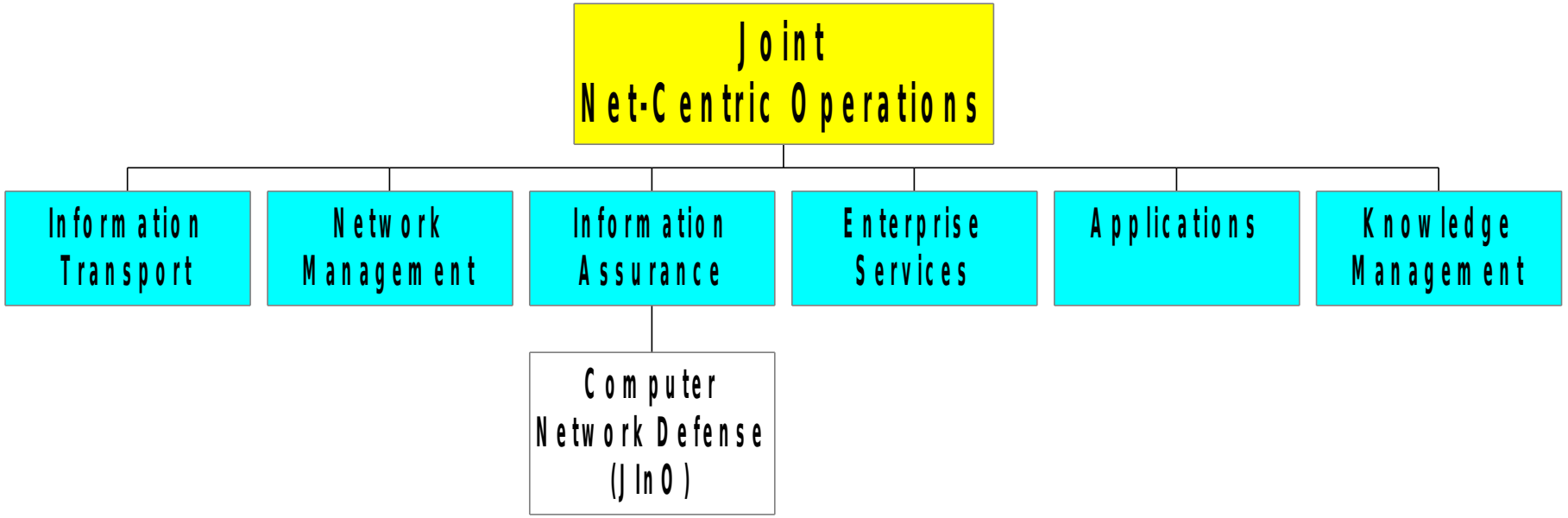
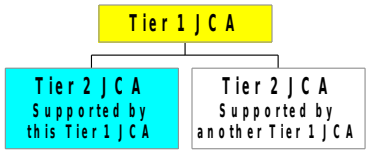
Joint Net-Centric Operations Taxonomy





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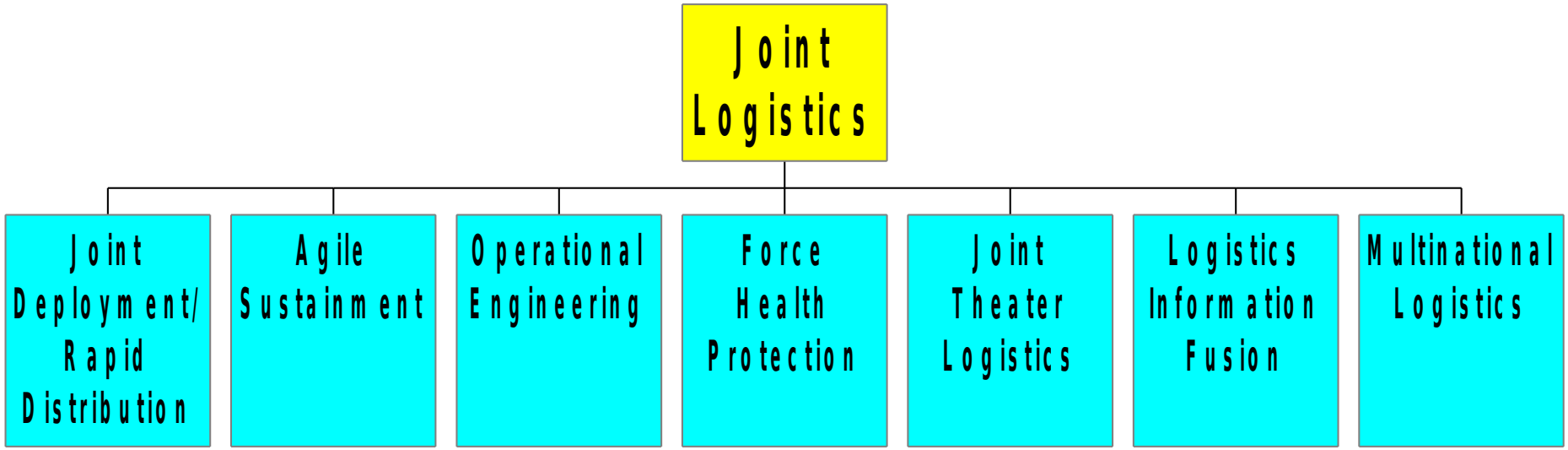
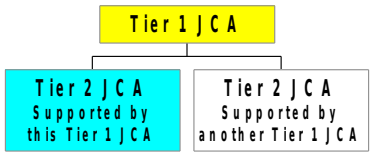
Joint Logistics Taxonomy





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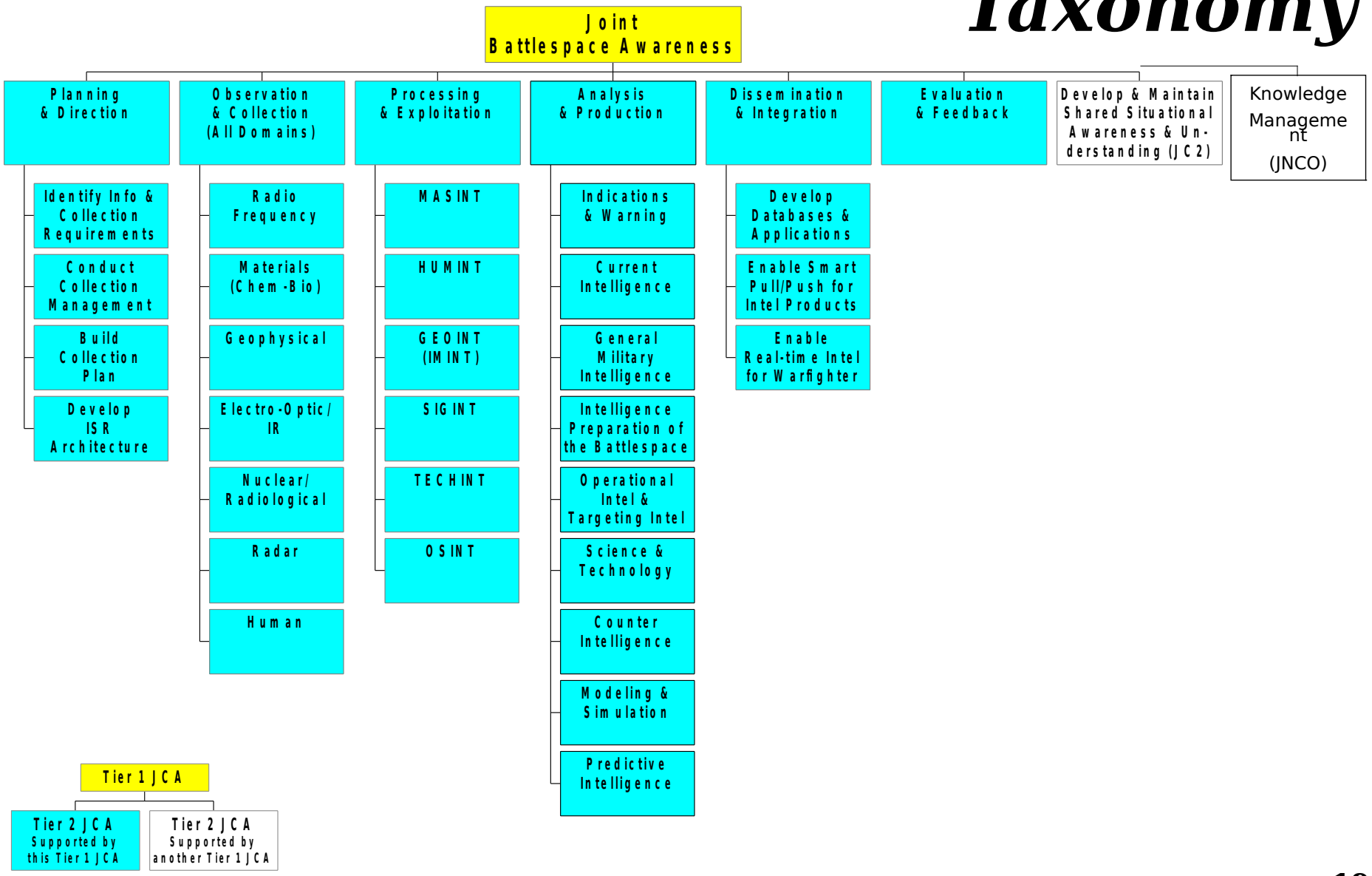
Joint Battlespace Awareness Taxonomy



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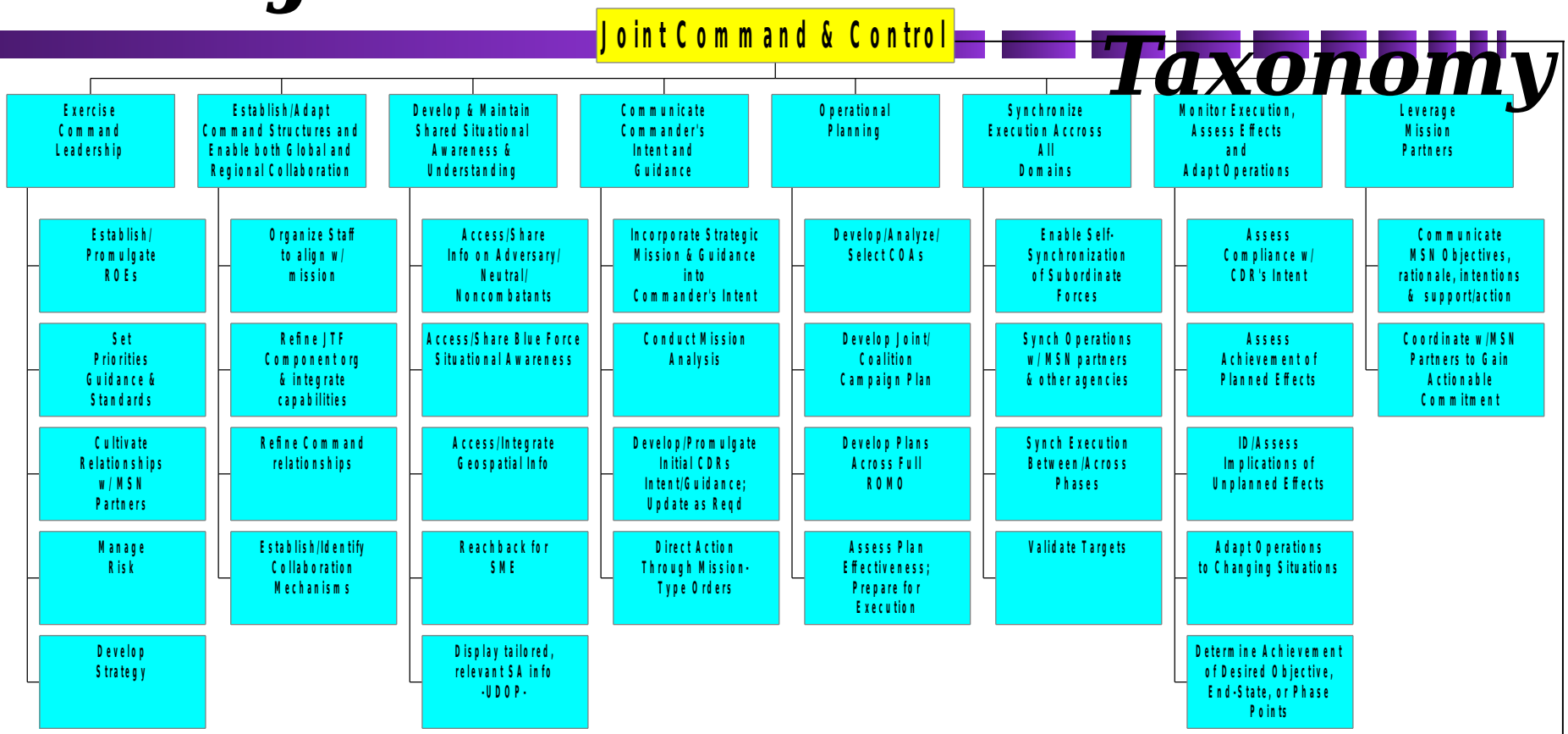
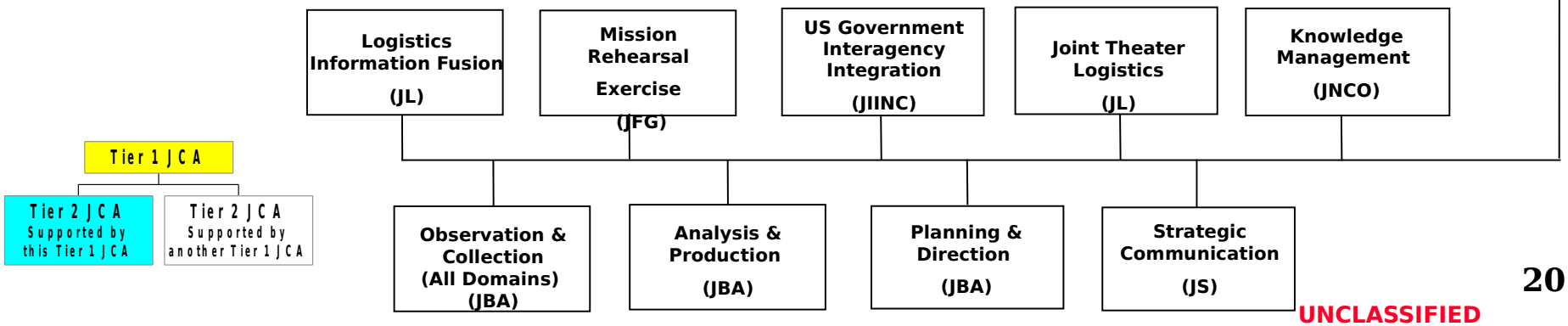
Joint Command and Control Taxonomy


Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/MSN Partners to Gain Actionable Commitment


Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Management (JNCO)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)

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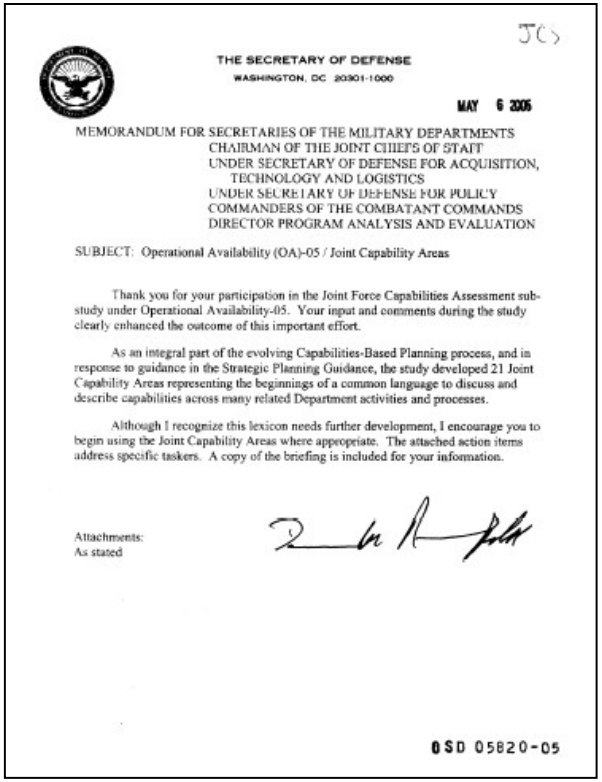
SECDEF JCA Mem

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. . . The CJCS shall. . ."

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System (JCIDS) where appropriate**



JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

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One-Year Summary

- **Successes**
  - **Accomplished CJCS taskings**
  - **Gained valuable insight and lessons learned from spiral development efforts**
- **Work yet to be done**
  - **Overwhelming feedback at all JCA forums is: *"We need to work/revisit the strategic piece next"***
    - **Develop a JCA Implementation Plan that supports a Departmental strategic vision of governance & management by leveraging IR&G results**
  - **Efforts to use JCAs "where appropriate" is mostly stove-piped within a process; however, initial inter-process linkages are emerging**
    - **Institutionalize JCAs across the Department and direct their use via updated SECDEF guidance**
  - **Some process owners are "cherry-picking" JCAs to fit process needs indicating structural flaws and taxonomy inconsistencies**
    - **Conduct a Tier 1 JCA baseline reassessment to make JCAs more useful across all five major DOD processes**

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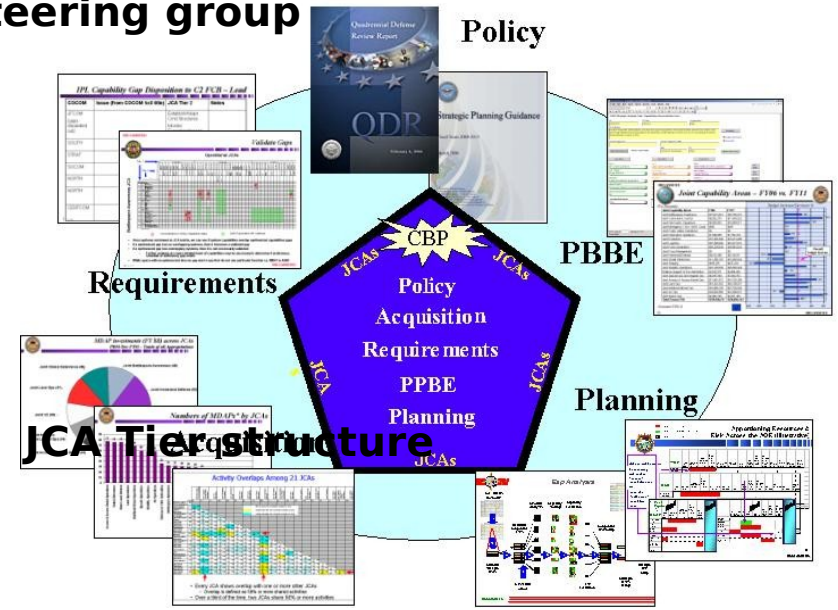
Recommendations

- **Approve the resolved JCA Tier 1 / 2 Taxonomy and Lexicon change recommendations**
- **Direct and enforce implementation of JCAs across disparate Departmental processes and activities**
- **Initiate JCA baseline reassessment (Dec 06) - Stabilize JCAs pending QDR IR&G "test case" completion. Leverage IR&G results to develop overarching JCA strategic implementation guidance.**
  - **Develop holistic JCA Implementation Plan**
    - **Charter writing team with GOFO steering group**
    - **Begin writing upon receipt of strategic guidance**
  - **Determine TOA coverage**
  - **Revise JCA Management Plan**
    - **Build upon JCA Implementation Plan**
    - **Define and develop supporting**



JCA Tier structure

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Unresolved Issues - Recommendation

Defer further adjudication of unresolved issues pending the development of a Department-wide JCA Implementation Plan

- **Unresolved issues retain 24 Aug 05 approved JCA Taxonomy**
  - **Essentially, the FCB OPR positions amount to no change to 24 Aug Taxonomy; one exception - Irregular Warfare issue**
  - **OPSDEPS agree there are 4 unresolved issues; some concern with adjudicating without fully understanding the impact**

Why

- **Unresolved issues highlight JCA structural inconsistencies that are best addressed holistically**
  - **Significant Tier 1 changes disrupt ongoing implementation efforts**
- **Results of other ongoing efforts must be considered**
  - **IR&G working group (test cases)**
  - **PE mapping, Matrix mapping tool, IPL development and FCB gap assessment**
- **Consolidate JCA implementation gains and stabilize implementation**
- **Until overarching implementation guidance for CBP is developed, further adjudication may be premature at this time**

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Unresolved Issues

- Irregular Ops / Irregular Warfare as a Tier 1 / 2 JCA vice an overarching concept that involves DoD resources across multiple Tier 1 JCAs (Navy)
- OPR for Tier 2 PSYOP, Special Operations vice Information Operations (Navy)
- Elevate “Joint Force Projection” as a new Tier 1 JCA spanning Strategic & Intra-theater Airlift & Sealift vice as a Tier 2 JCA under Global Deterrence (Army)
- Subordinate blue and white force tracking / SA as a Tier 2 JCA under Battlespace Awareness vice a Tier 2 JCA under Joint Command & Control (Navy)

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Unresolved Issue 1 – Navy Critical

Issue: Delete Irregular Warfare (IW) from Tier 1 and Tier 2 under Special Operations and Irregular Operations (Warfare)

Discussion: The Navy's position is that IW is an overarching concept that involves broad applications of DoD resources across multiple Tier 1 JCAs. The FA FCB's original position was that QDR & SPG language contains specific directives for IW capabilities, risk and end-states to be achieved using both the terms Special Operations and Irregular Warfare across DoD & USG. Logic consistency: other Tier 1 JCAs also represent overarching concepts, but are not being considered for deletion from the Tier 1 structure

OPR Position (FA FCB) – Alternative 3

Next Step: JROC adjudication – 4 Alternatives

- Initial OPR Position – Rearrange Tier 2s
- IW Capabilities Subsumed
- Separate & Elevate IW to Tier 1
- Revert to current taxonomy

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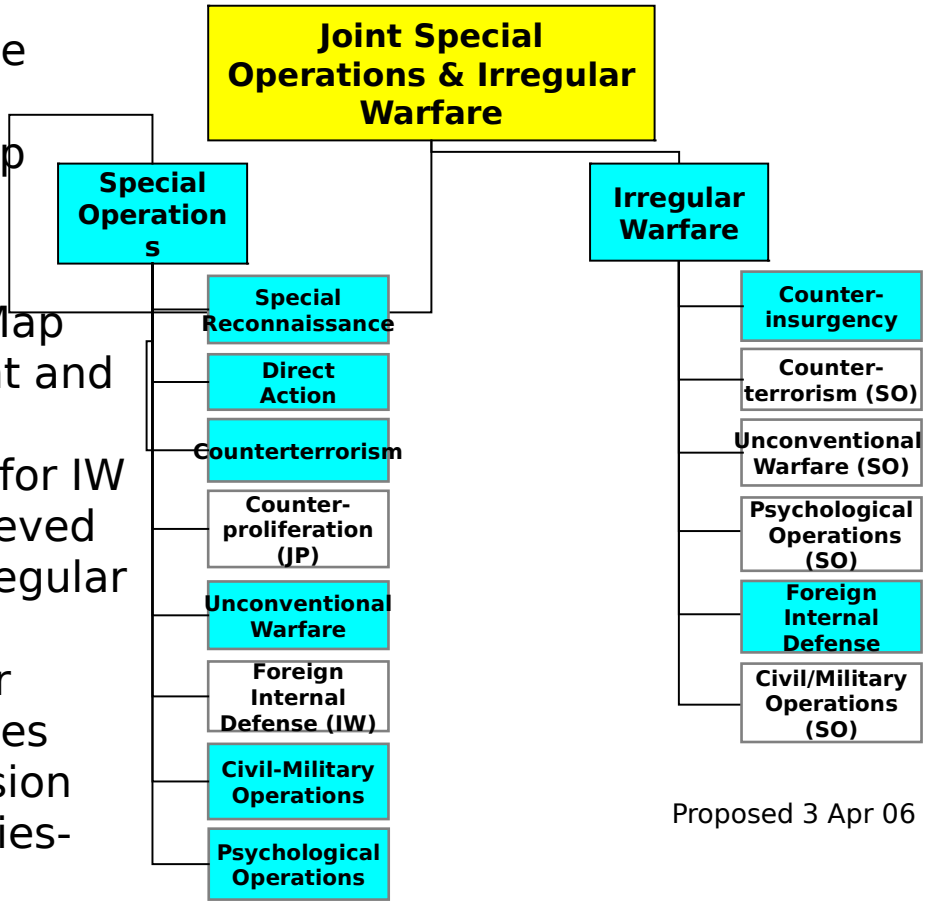
Alternative 1 – Initial OPR (FA FCB) Position

Description: Rearranged Tier 2 JCAs IAW the ASD/SOLIC and USSOCOM co-sponsored Irregular Warfare Workshops conducted Sep 05



Proposed 3 Apr 06

Pros:

- An IW JCA meets OSD IW Executive Road Map Directive intent and definition development and employment
- QDR language contains specific directives for IW capabilities, risk and end-states to be achieved using the terms Special Operations and Irregular Warfare across DoD & USG
- SPG specifically employs the term Irregular Warfare to denote and describe top priorities
- Single JCA brings together SO and IW decision makers to facilitate both SO & IW capabilities-based planning, major trade analysis and integration

Cons:

- Irregular Ops/ Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs

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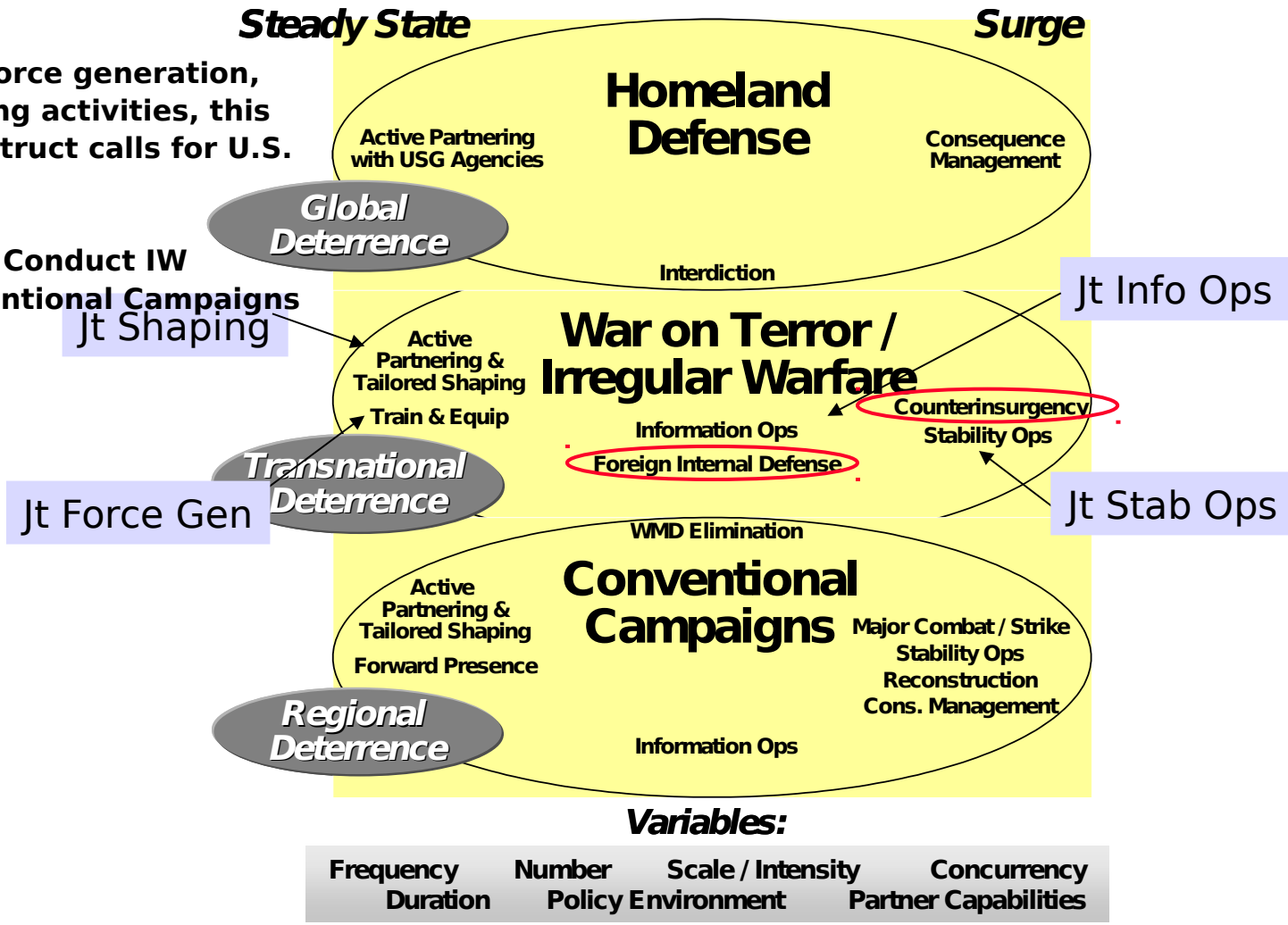
QDR Force Planning Construct

... In addition to normal force generation, sustainment and training activities, this wartime planning construct calls for U.S. forces to be able to:

- Defend the Homeland
- Prevail in the WOT and Conduct IW
- Conduct and win Conventional Campaigns



Inconsistencies with Overarching Concept Issue

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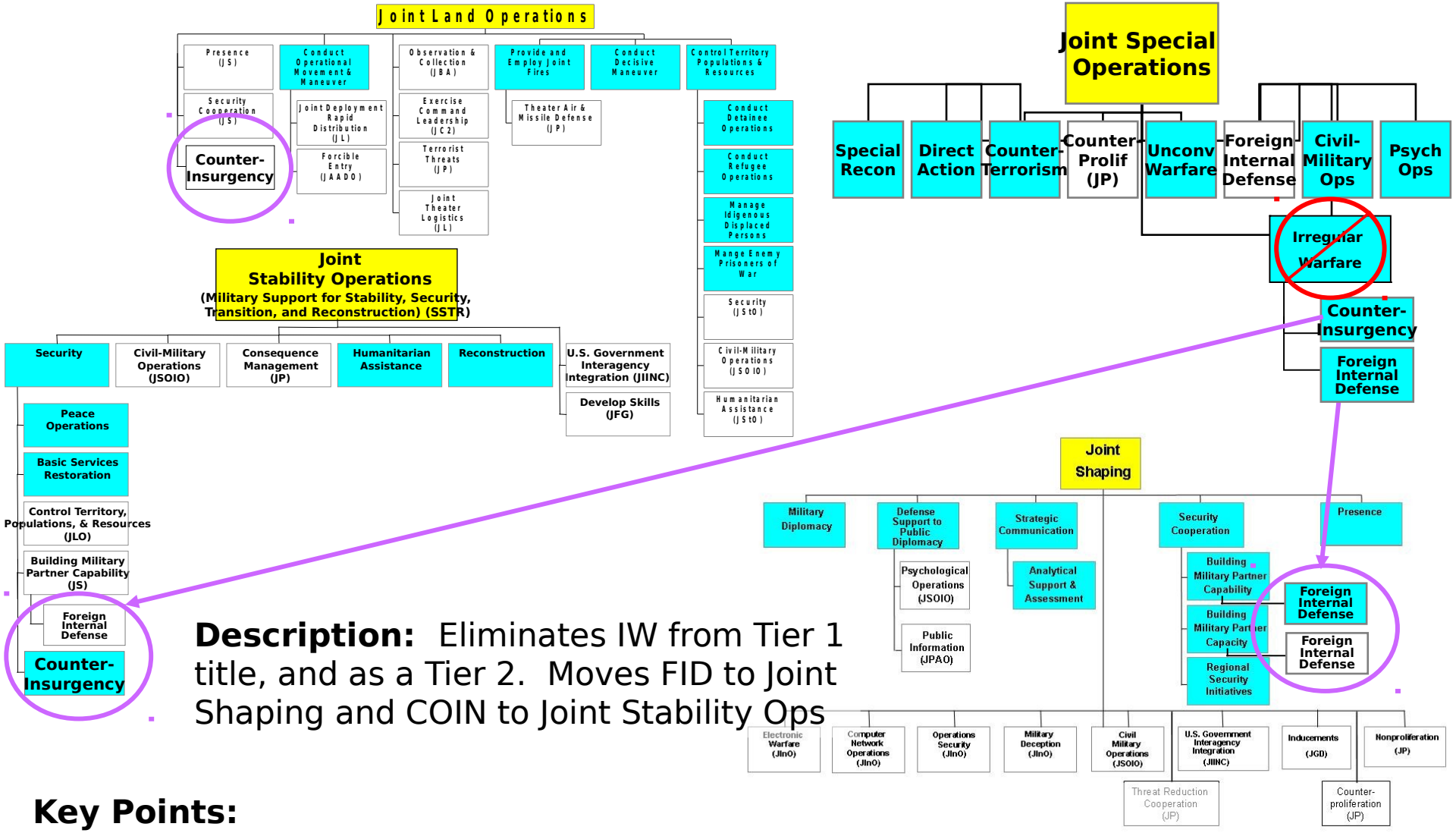
Alternative 2 – Navy Position



Description: Eliminates IW from Tier 1 title, and as a Tier 2. Moves FID to Joint Shaping and COIN to Joint Stability Ops

Key Points:

- Redistributes COIN and FID into two other "overarching concept" type JCAs
- Changes portfolio management of FID from FA to FM FCB

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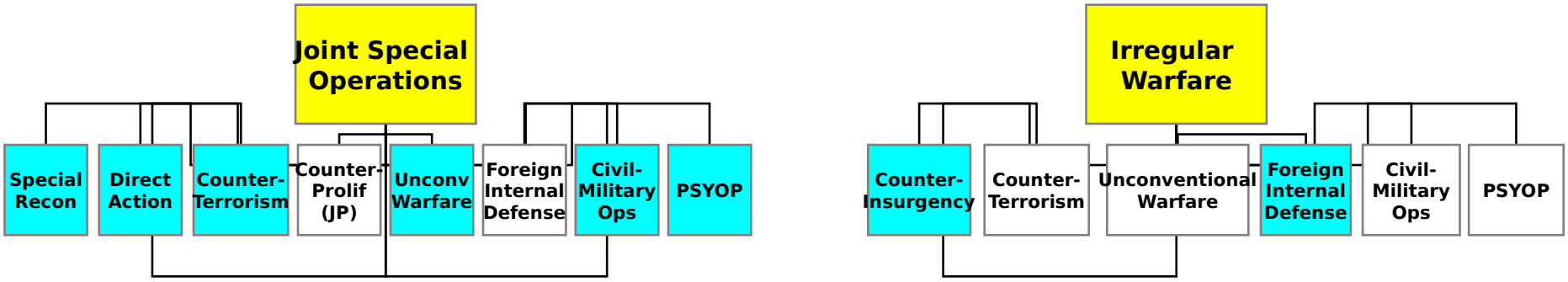
Alternative 3 – OSD(P) Proposal – OPR (FA FCB) Position



Description: Elevate IW to a Tier 1 - OSD(P) proposal made at 26 April 06 JCB

Pros:

- Increases visibility when JCAs are evaluated at the aggregate level
- Consistent with OSD(P) vision for possible future Tier 1 JCA breakout; supports mapping strategy-to forces-to resources

Cons:

- Does not address Navy issue with overarching concept and inconsistencies in other Tier 1s
- Re-opens previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status

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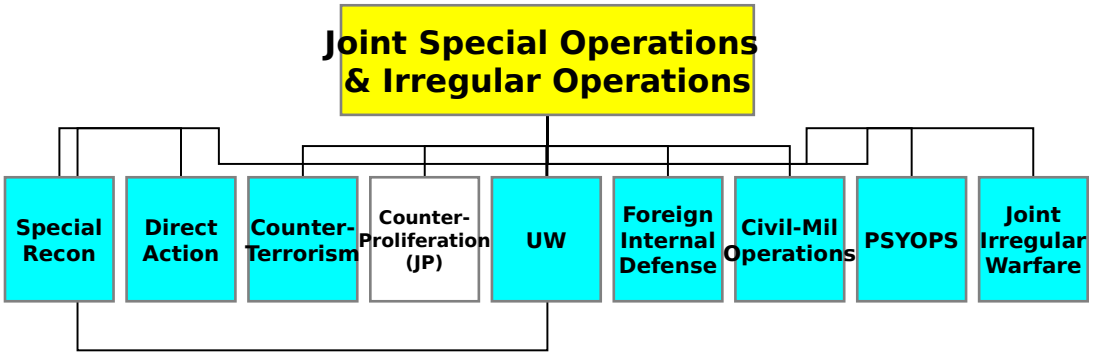
Alternative 4 – Current Taxonomy



As of 24 Aug 05

Description: "Do no harm" option. Revert to the taxonomy approved 24 Aug 05 and defer overarching concept issue to JCA Implementation Plan development effort

Pros:

- Maintains current taxonomy; lexicon and Tier 1 name could change as required
- No impact to ongoing JCA implementation; stabilizes JCAs; reduces turbulence in other efforts (i.e. UJTL & PE mappings)

Cons:

- Does not address Navy issue with overarching concept and inconsistencies in other Tier 1s

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Unresolved Issue 2 – Navy Substantive

Issue: Move PSYOP primary JCA from Joint Special Operations and Irregular Warfare (JSOIW) to Joint Information Operations (JInO)

Discussion: This issue addresses which Tier 1 JCA has primary responsibility for PSYOP… i.e. where should it be binned?

Navy's position is that IAW JP 3-13 - Although SOCOM is tasked with the mission, PSYOP capabilities still reside with the services and PSYOP is a core capability of IO.

The Force Application FCB is the OPR for both Tier 1 JCAs (JSOIW & JInO) and has no issue with the current alignment.

USSOCOM agrees with the FA FCB.

OPR Position (FA FCB) – Alternative 1

Next Step: JROC adjudication – 2 Alternatives

- OPR Position – Retain current taxonomy
- PSYOP Moves to JInO

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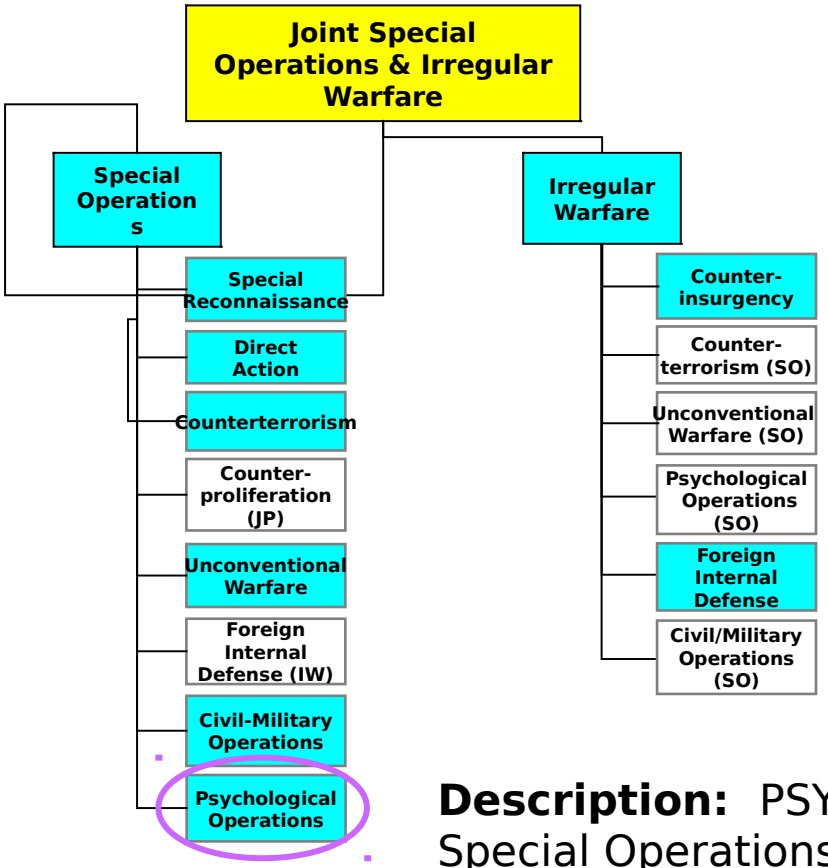
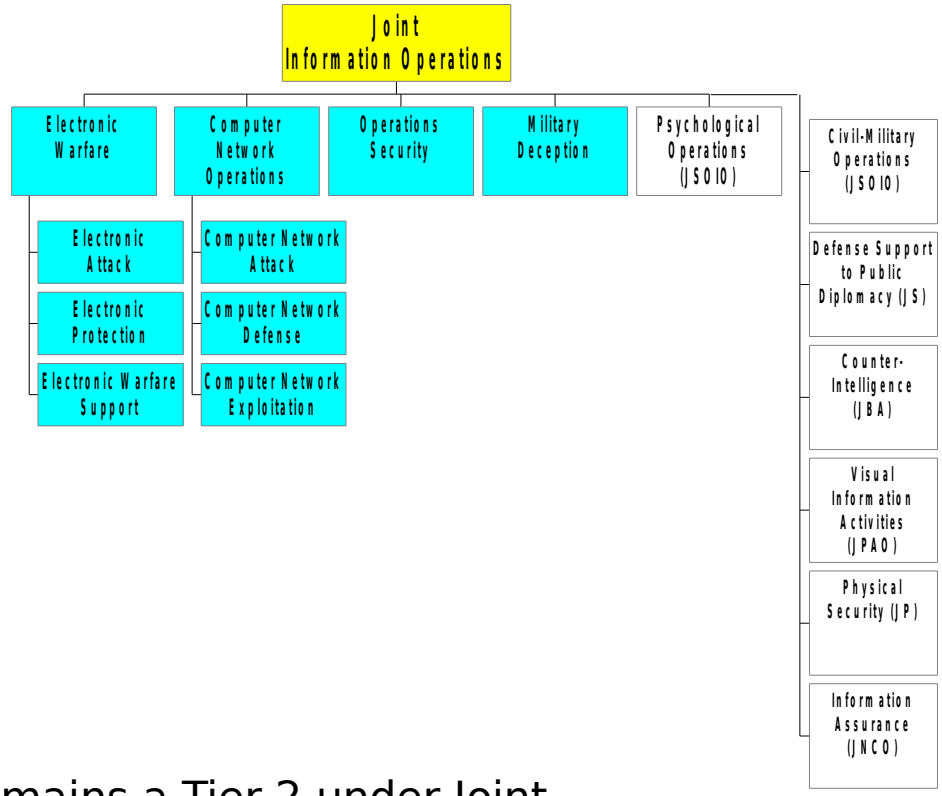
Alternative 1 - OPR (FA FCB) Position





Description: PSYOP remains a Tier 2 under Joint Special Operations & Irregular Warfare (current taxonomy)

Pros:

- JInO and JSOIW agree PSYOP belongs as a Blue Box under JSOIW; this does not preclude other JCAs from having PSYOP as a White Box
- USSOCOM wants PSYOP to remain in JSOIW as a Blue Box
- Recommended change does not improve JCIDS process or employment of PSYOP capabilities

Cons: PSYOP is a core capability of IO - Management of PSYOP capability should be done in context of IO portfolio

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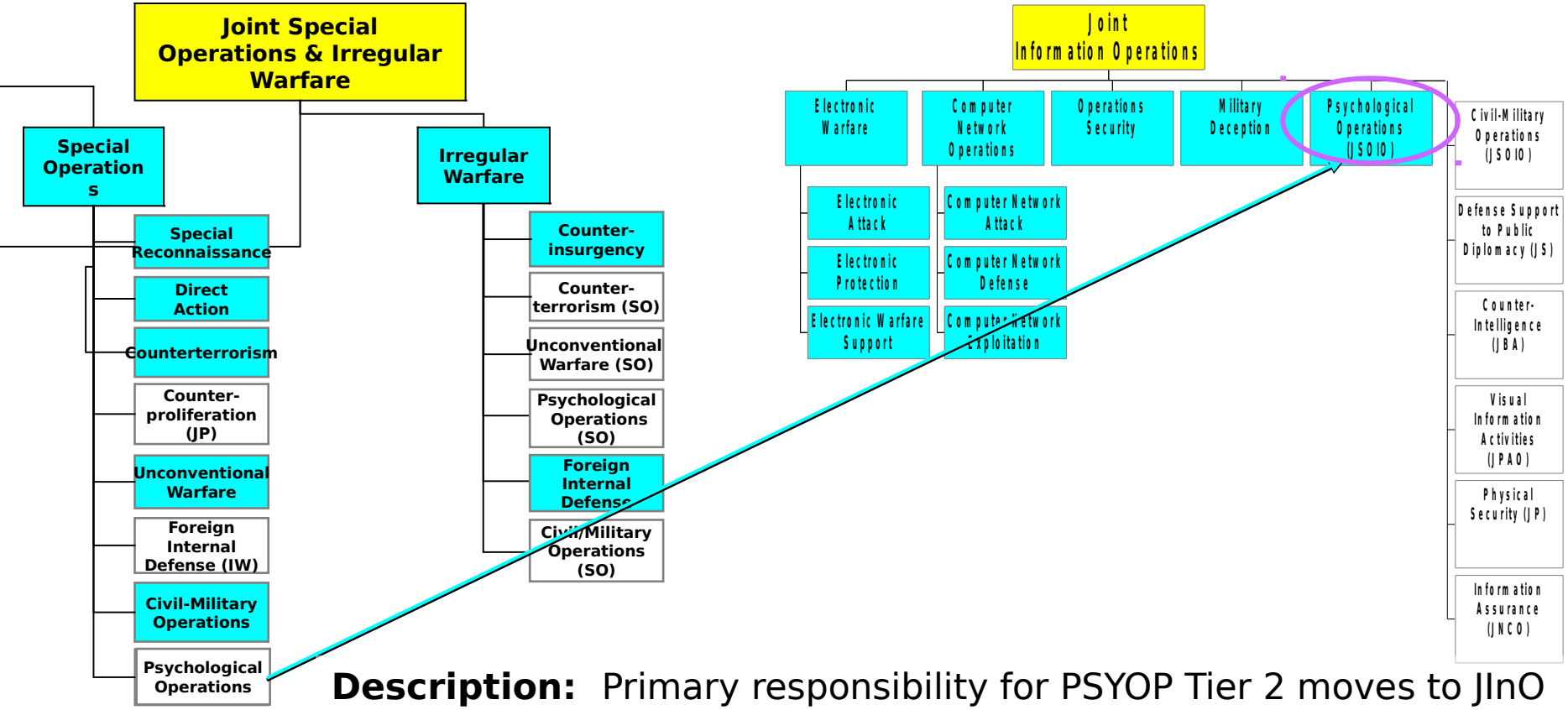
Alternative 2 – Navy Position



Description: Primary responsibility for PSYOP Tier 2 moves to JInO

Pros: PSYOP is a core capability of IO - Management of PSYOP capability should be done in context of IO portfolio

Cons:

- JInO and JSOIW agree PSYOP belongs as a Blue Box under JSOIW
- USSOCOM wants PSYOP to remain in JSOIW
- Recommended change does not improve JCIDS process or employment of PSYOP capabilities

Unresolved Issue 3 – Army Critical

Issue: Create a new Tier 1 JCA "Joint Force Projection"

Discussion: This is a visibility issue.

Army position is that Joint Force Projection is strategically and operationally critical for achievement of many JOpsC family of concepts key ideas.

When there were 56 Tier 1 JCAs, Joint Force Projection was among them, but was subordinated when the number was cut down.

Both FCB OPRs (FA & FL) agree that the capabilities are fully represented as a Tier 2 JCA in Joint Global Deterrence.

Could combine Joint Force Projection with Joint Access and Access Denial to modify an existing Tier 1 to become "Joint Force Projection / Access"

OPR Position (FA & FL FCB) – Alternative 1

Next Step: JROC adjudication – 3 Alternatives

- OPR Position – Retain current taxonomy
- Change Primary JCA to Joint Logistics (proposed at JCB)
- Joint Force Projection as new Tier 1

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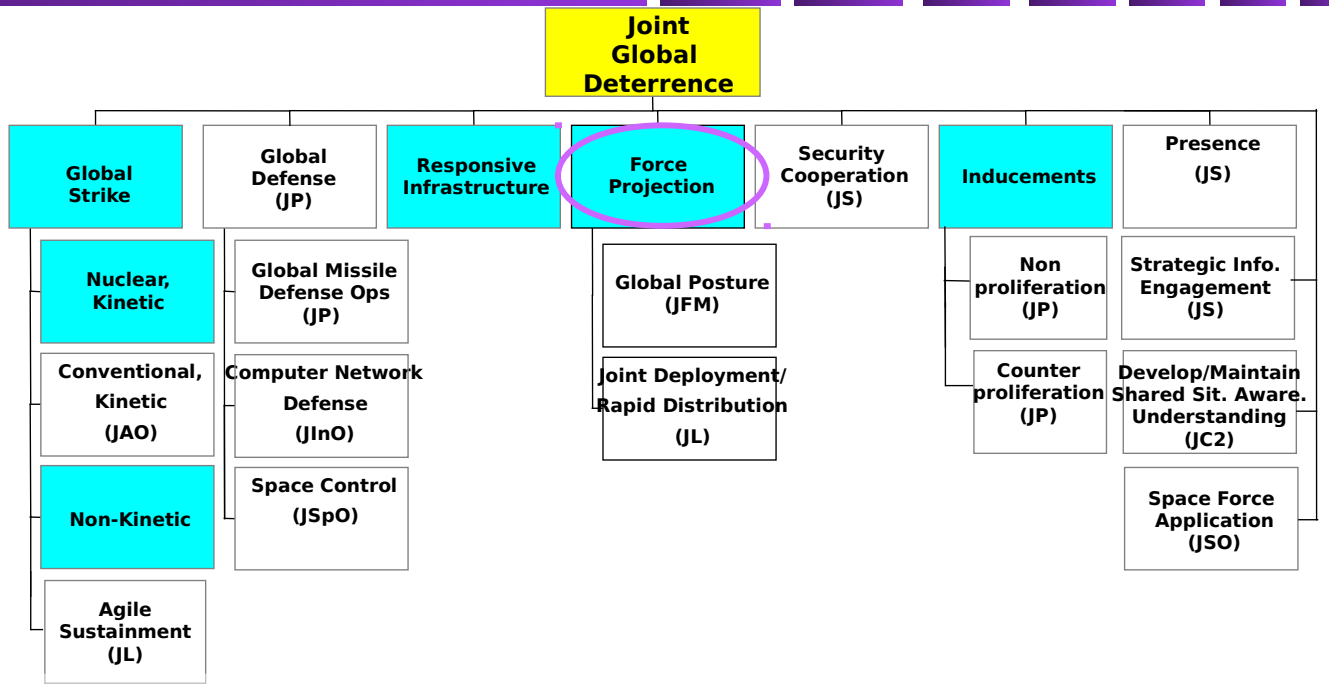
Alternative 1 - OPR (FA & FL FCB) Position



Description: Joint Force Projection remains as a Tier 2 under Joint Global Deterrence

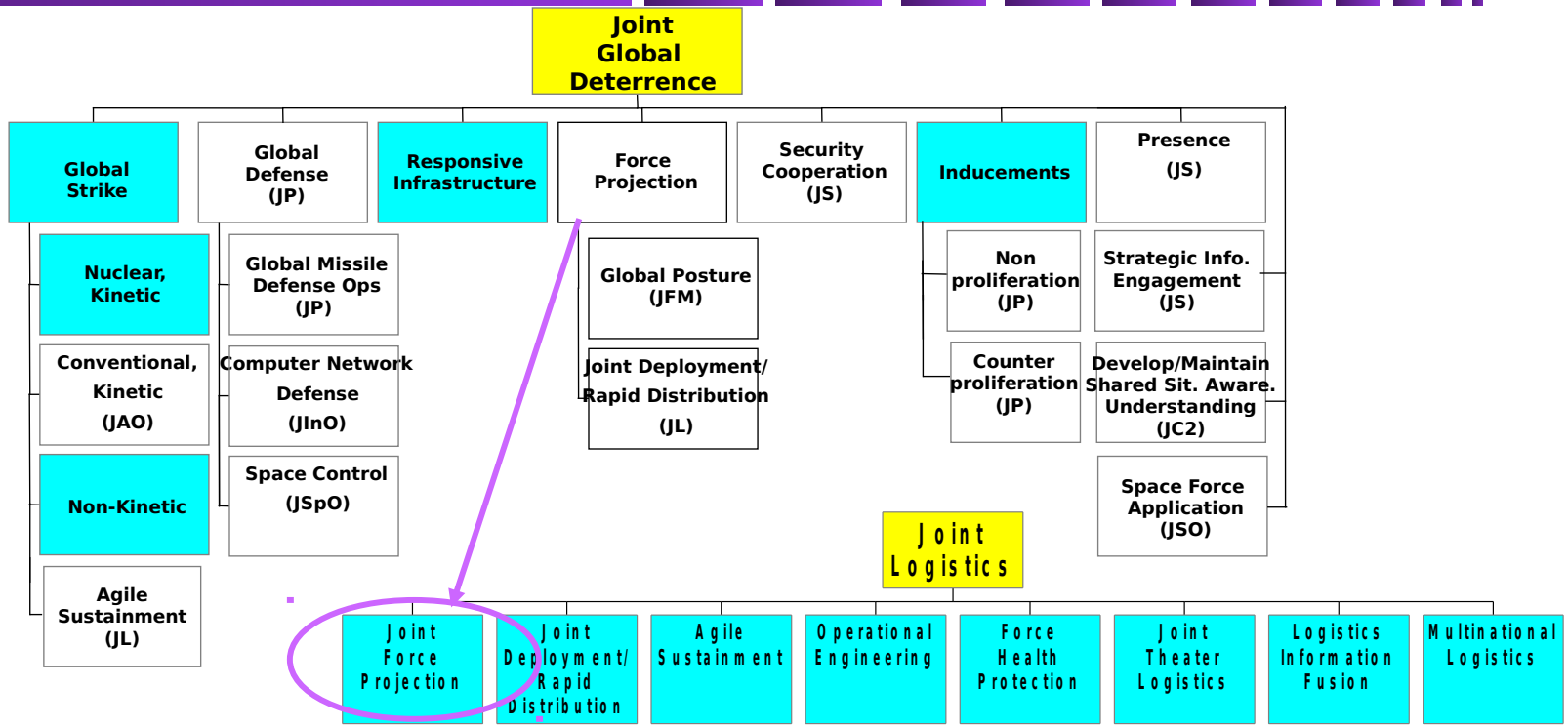
Pros:

- "Force Projection" is already a Tier 2 JCA under the Tier 1 "Joint Global Deterrence" JCA
- JROC approved JL(D) JIC identifies modes of movement (not currently visible in taxonomy)
- Joint Deployment is a Tier 2 JCA under the Tier 1 "Joint Logistics" JCA
- IR&G effort will impact the JL JCA; FL FCB supports current alignment
- Strategic Deterrence JOC has force projection as one of its key attributes
- Supports previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status

Cons:

- Army position is Tier 2 may not provide sufficient visibility for this critical

Alternative 2 – JCB Proposal



Description: Joint Force Projection moves to Joint Logistics as a Tier 2 JCA

Pros:

- Provides increased visibility for the mobility aspects (airlift & sealift) of projecting forces globally

Cons:

- Diminishes the the Force Application aspects of rapid, global joint force projection
- Force Projection is broader than the logistics of moving people and materiel. It takes into account the deployment planning and execution (JOPES/Adaptive Planning).

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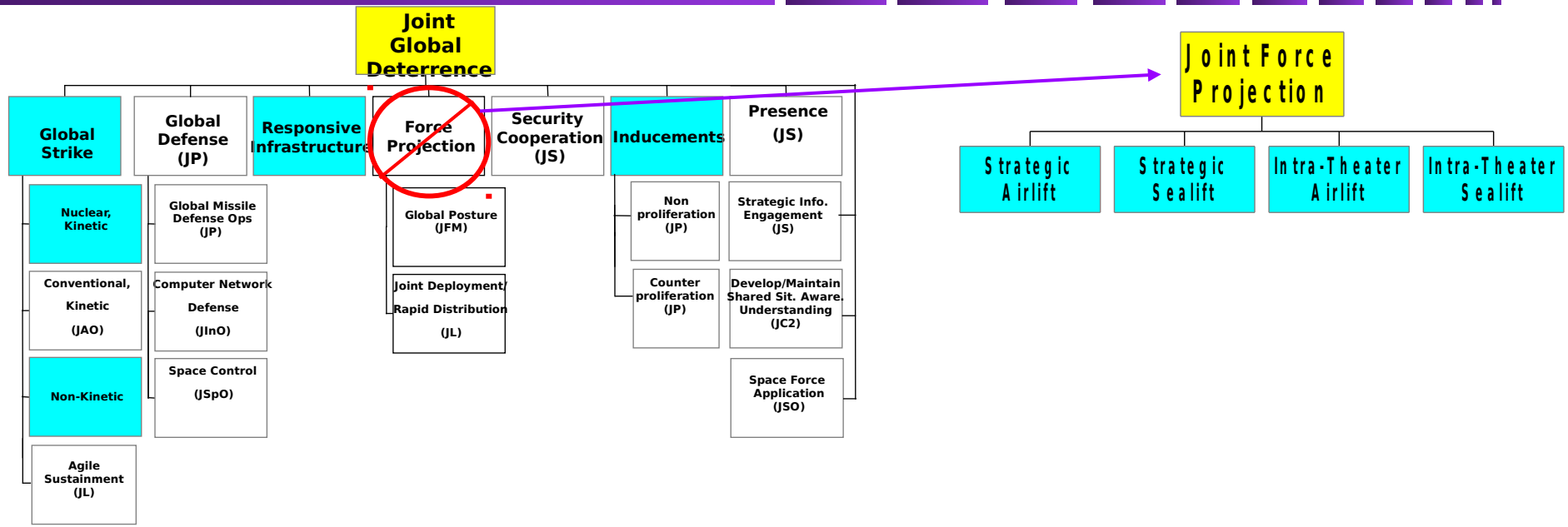
Alternative 3 – Army Position



Description: Creates new Tier 1 JCA by elevating Joint Force Projection from tier 2 status and addresses Army issue to elevate visibility of transformational Joint Force Projection capabilities

Pros:

- Provides increased visibility for the mobility aspects (airlift & sealift) of projecting forces globally

Cons:

- Creating an additional Tier 1 disrupts ongoing implementation efforts when “Force Projection” is already covered in “Joint Global Deterrence”
- Impacts mobility aspects of Joint Logistics JCA while IR&G effort is ongoing
- Re-opens previously resolved critical comments to not elevate other highly visible issues such as IED Defeat and Combating WMD to Tier 1 status
- Force projection is more than movement of forces, and includes the nonmovement aspects of deployment (mobilization, prepositioning, etc)

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Unresolved Issue 4 – Navy Critical

Issue: Move "Develop and Maintain Joint Situational Awareness" *(Blue/White Force Tracking issue)* Tier 2 JCA primary responsibility from Joint C2 to Joint Battlespace Awareness

Discussion: Navy believes Blue Force Tracking needs to be in Battlespace Awareness. There is significant JROC guidance on this topic:

- JROCM 106-03 (6 May 03) precedent for current taxonomy and FCB portfolios
- JROC approved JC2 JIC (Sep 05) that reflects current taxonomy
- JROCM 276-05 (22 Dec 05) … BFT, JBFSA, and CID are not identical but inter-related and cannot be separated. … BFT, JBFSA, and CID are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC
- JC2 and JBA are IR&G "test cases", and are currently undergoing capability portfolio and capability portfolio management review

OPR Position (C2 & BA FCB) – Alternative 1

Next Step: JROC adjudication – 2 Alternatives

- OPR Position – Retain current taxonomy
- Move "Develop and Maintain Joint Situational Awareness" Tier 2 to JBA

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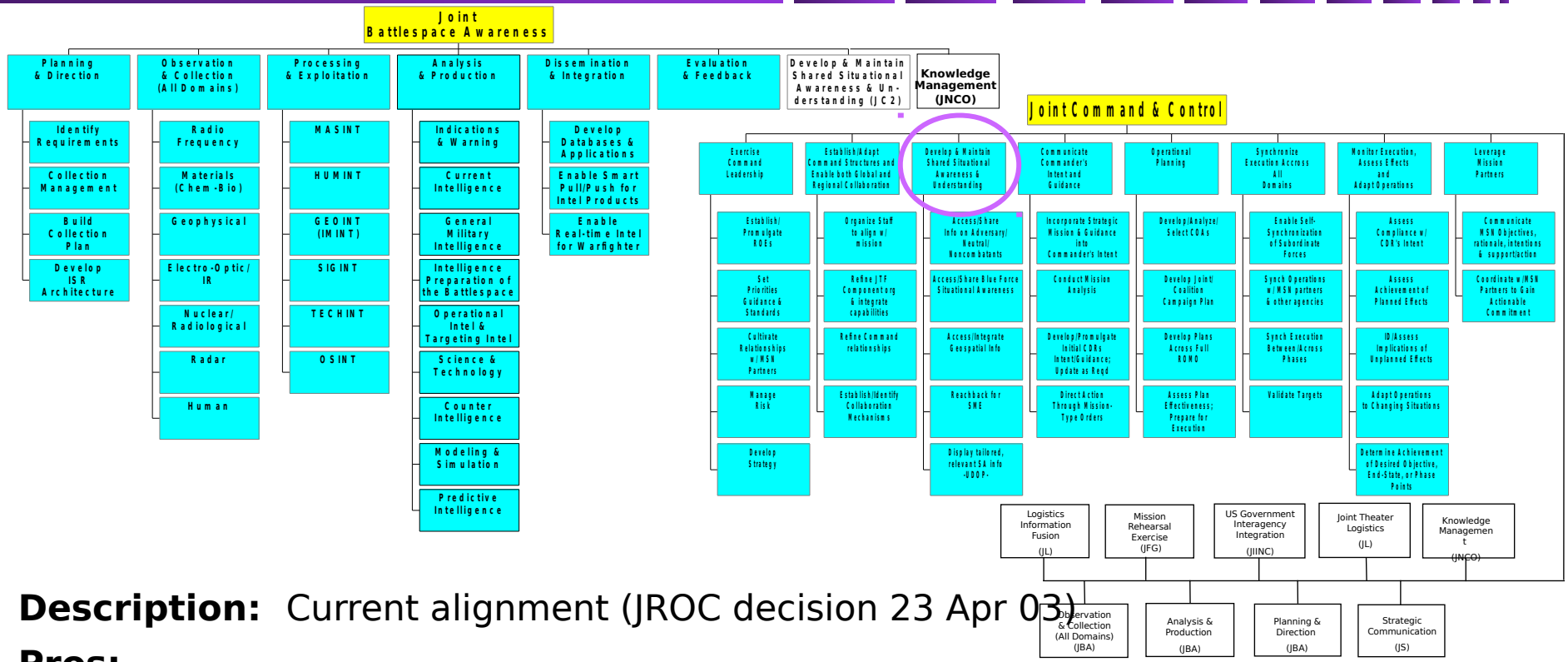
Alternative 1 – OPR (C2 & BA FCBs) Position


Joint Battlespace Awareness
Planning & Direction
Identify Requirements
Collection Management
Build Collection Plan
Develop ISR Architecture
Observation & Collection (All Domains)
Radio Frequency
Materials (Chem-Bio)
Geophysical
Electro-Optic/ IR
Nuclear/ Radiological
Radar
Human
Processing & Exploitation
MASINT
HUMINT
GEOINT (IMINT)
SIGINT
TECHINT
OSINT
Analysis & Production
Indications & Warning
Current Intelligence
General Military Intelligence
Intelligence Preparation of the Battlespace
Operational Intel & Targeting Intel
Science & Technology
Counter Intelligence
Modeling & Simulation
Predictive Intelligence
Dissemination & Integration
Develop Databases & Applications
Enable Smart Pull/Push for Intel Products
Enable Real-time Intel for Warfighter
Evaluation & Feedback
Develop & Maintain Shared Situational Awareness & Understanding (JC2)
Knowledge Management (JNCO)
Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
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Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/ MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full RONO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/ MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
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Coordinate w/MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Managemen t (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)

Description: Current alignment (JROC decision 23 Apr 03)

Pros:

- JROC decision 23 Apr 03 indicating JBA in supporting / integrating role allows operational separation of blue/red force tracking issues for command and control
- JROC Approved JC2 JIC (Sep 05) structure is the basis for the current alignment
- "CID, BFT, JBFSA are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC" (attachment to JROCM 276-05 dated 22 Dec 05)

Cons:

- BFT, JBFSA, and CID are not identical but inter-related and cannot be separated (attachment to JROCM 276-05 dated 22 Dec 05)

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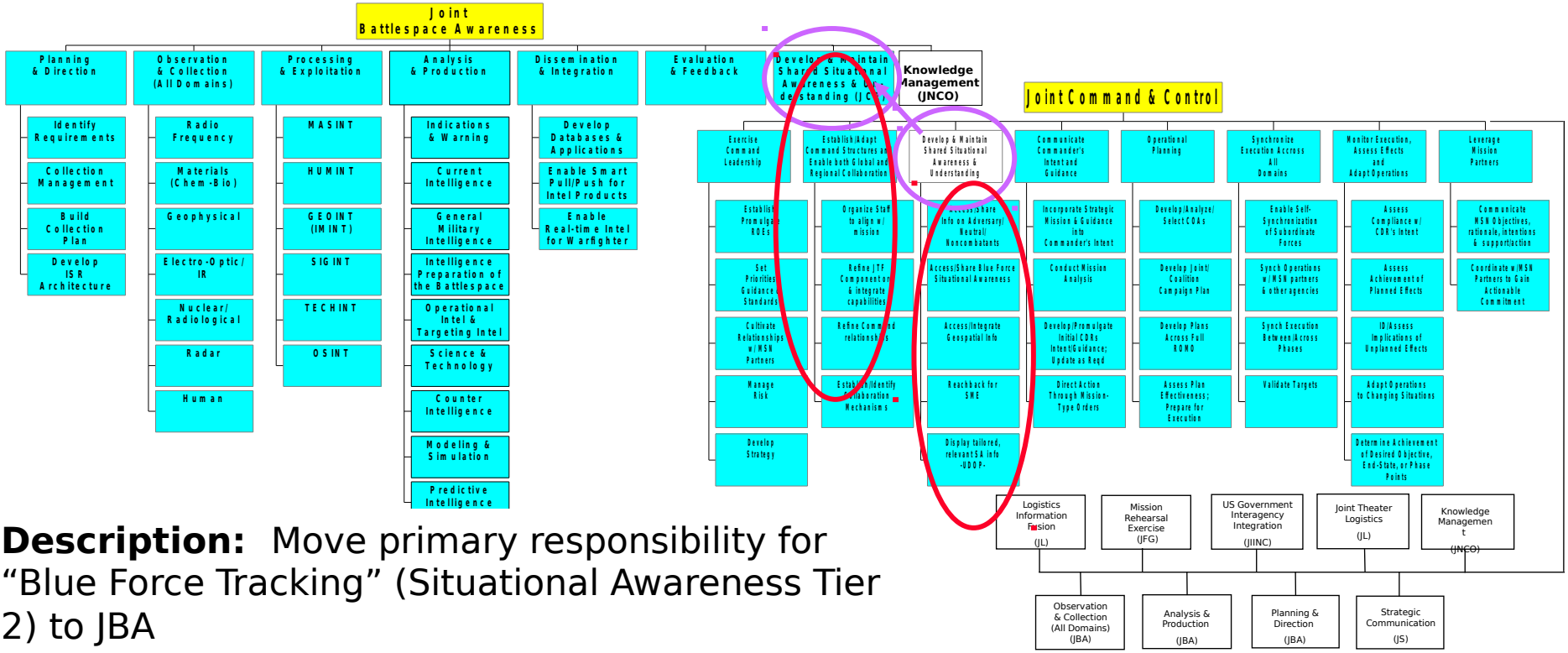
Alternative 2 – Navy Position


Joint Battlespace Awareness
Planning & Direction
Observation & Collection (All Domains)
Processing & Exploitation
Analysis & Production
Dissemination & Integration
Evaluation & Feedback
Develop & Maintain Shared Situational Awareness & Understanding (JC2)
Knowledge Management (JNCO)
Identify Requirements
Collection Management
Build Collection Plan
Develop ISR Architecture
Radio Frequency
Materials (Chem-Bio)
Geophysical
Electro-Optic / IR
Nuclear / Radiological
Radar
Human
MASINT
HUMINT
GEOINT (IMINT)
SIGINT
TECHINT
OSINT
Indications & Warning
Current Intelligence
General Military Intelligence
Intelligence Preparation of the Battlespace
Operational Intel & Targeting Intel
Science & Technology
Counter Intelligence
Modeling & Simulation
Predictive Intelligence
Develop Databases & Applications
Enable Smart Pull/Push for Intel Products
Enable Real-time Intel for Warfighter
Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities/ Guidance/ Standards
Cultivate Relationships w/ MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Access/Share Blue Force Situational Awareness
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/ MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/ MSN Partners to Gain Actionable Commitment
Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Management (JNCO)
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Communication (JS)

Description: Move primary responsibility for "Blue Force Tracking" (Situational Awareness Tier 2) to JBA

- BFT, JBFSA, and CID are not identical but inter-related and cannot be separated (attachment to JROCM 276-05 dated 22 Dec 05)

Cons:

- JROC decision 23 Mar 03 indicating JBA in supporting / integrating role allows operational separation of blue/red force tracking issues for command and control
- JROC Approved JC2 JIC (Sep 05) structure is the basis for the current alignment
- "CID, BFT, JBFSA are capabilities that will be individually and collectively managed under the larger construct of the maturing JC2 JIC" (attachment to JROCM 276-05 dated 22 Dec 05)

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Way Ahead

- ✓ Expanded GO/FO FCB Integration Meeting – 3 Apr
- ✓ JCB – 26 Apr
- ✓ OPSDEPS – 15 May
- ✓ **JROC – 29 June**
- **OPSDEPS refresher brief – 10 Jul**
- **JCS – 31 Jul**
  - **CJCS Action Memo to the SECDEF reporting progress**

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